STRATEGIC PLAN

Report Documentation Page

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A Message from
The
Commanding Officer
and
Executive Director

This document is a dynamic blueprint for NRaD's future. It provides a vision and implementation guidance via a focused set of corporate strategic objectives. Today, strategic planning is less about long-range forecasting and elaborately documented plans; it is more about an agile and dynamic process to prioritize scarce corporate business resources. Therefore, even though this plan is meant to carry us into the next century, it is also our mechanism for handling near-term changes that will certainly occur. The plan specifies five long-term strategic objectives critical to the future of NRaD. For each strategic objective, major milestones achievable within the next approximately two years are defined. In some cases, initial strategic objective milestones were addressed early and have already reached completion. The NRaD Executive Board has put substantial effort into defining and agreeing upon NRaD's preferred future and selecting those measurable, time-specific actions believed to be the most important in achieving our strategic objectives.

The plan addresses financial, programmatic, and business processes needed to sustain our competitive advantage as we continually reposition ourselves to reflect a changing environment. Assessments of our internal and external strengths, weaknesses, threats, and opportunities point to strategic issues requiring corporate attention. These include increasing emphasis on Joint programs, laboratory consolidation, changing missions, downsizing, outsourcing, decreasing budgets, changing acquisition priorities, and increasing competition. Perhaps the largest near-term impact is the SPAWAR relocation to San Diego. Our support of SPAWAR programs during this transition period is critical to the Claimancy's continued success. We must also be responsive to threats from internal factors if we are to maintain a competitive position. Our capacity to perform work must be supported by a highly capable and motivated workforce. We need to institutionalize cross-organizational teaming for project execution and reduction of internal competition. Finally, we must foster innovation and reward risk taking.

Today, we are doing reasonably well financially, and have survived the BRAC closures. But we have a marketing problem. Even though NRaD has proved its leadership in information technology, systems conceptualization, development, and deployment, we are not getting that story out to our sponsors and customers. Therefore, we need a unifying technological vision in order to promulgate our technical message and secure the position of pre-eminent provider of integrated C_4ISR solutions for warrior information dominance.

The best plan is of little value by itself. This document is an initial step toward creating a high-performing, customer-focused organization that will benefit all those with whom we do business: our customers, our sponsors, our suppliers, and, our employees. We encourage each of you to become actively involved and take part in making our preferred future a reality.

A Message from the NraD Executive Board

The NRaD Executive Board is committed to thinking strategically about NRaD's future. We have worked to reach consensus as to how our corporate assets must be focused to achieve our strategic objectives. We are accountable for communicating this vision and implementing the resulting strategies and follow-through actions. Cross-organizational teams will be used to address the strategies called out in the plan. There will be ample opportunity for individual involvement. The management team pledges to reassess our strategic directions periodically during each year to maintain an agile posture with regard to changes in the programmatic environment, emerging corporate business opportunities, and evolving threats.

Contents

Mission

NRaD's Assigned Mission for the SPAWAR and NCCOSC Claimancy is:

○ To be the Navy's full-spectrum research, development, test and evaluation, engineering and fleet support center for command, control and communication systems and ocean surveillance and the integration of those systems which overarch multiplatforms

Vision

NRaD's Corporate Vision is:

○ To be the nation's pre-eminent provider of integrated C^4ISR solutions for warrior information dominance

Our Core Values are what we "live by." These are the beliefs and values that we want to see reflected in our daily activities.

We value:

○ **Customers**

Our customers and the timely, cost-effective satisfaction of their needs

○ **Employees**

Employees who demonstrate pride, initiative, creativity, commitment, integrity, loyalty, professionalism, and the willingness to embrace new challenges

○ **Excellence**

A culture that promotes excellence in performance, accountability, mutual respect and trust, cooperation, fairness, open communication, candor, and caring

○ **Teamwork**

An environment where individual and team performance, entrepreneurial spirit, prudent risk-taking, diversity, adaptability, and common sense are acknowledged and rewarded

○ **Flexibility**

An adaptive, yet streamlined, set of processes that allow flexibility in responding to dynamically changing business environments

Core Competencies

To be recognized by our customers as the pre-eminent leader in the C^{4}ISR mission area, we must identify and excel in related core capabilities and skills.

These Core Competencies include not only those skills at which we currently excel but also those future capabilities and skills that we must provide to remain the C^{4}ISR leader. Together, the Core Competencies give us a unique competitive advantage that is difficult for others to duplicate. The Core Competencies include:

○ **Unique Technology, Facilities, and Capabilities to Support the C^{4}ISR Mission**

As a government laboratory, we provide world-class science and technology with strong ties to industrial, academic, and scientific R&D communities. Our R&D is focused by knowledge of user needs, and proven by a record of successful transitions of technology to industry and the user community. Our comprehensive facilities and laboratories are primarily located in San Diego close to major customer organizations and are integrated and networked with worldwide government, industrial, and academic laboratories, and with Navy and Joint service operational users. Our software systems engineering processes are controlled and locally guided by the NRaD Software Engineering Project Office, which is nationally recognized for its expertise and training capabilities. Efficient contracting and financial support processes assist our technical teams in meeting challenges.

○ **Expertise to Develop, Implement, and Support Large Integrated Information Systems Providing Information Dominance to the Military Services**

We provide world-class, C^{4}ISR domain knowledge and support large integrated information systems architecture for systems evolving from legacy components to seamlessly integrate the latest state-of-the-art hardware and software capabilities. Our cost-effective solutions are optimized for total systems requirements, not just for specific components. We provide total interaction management that includes rapid insertion of new technologies and COTS from concept through installation, testing, training, and systems support. We develop and maintain the state-of-the-art skills of our technologists through hiring, training, and hands-on research. As government employees, we provide long-term continuity for the programs. Our technical breadth provides the ability to quickly form teams of experts from within NRaD and the government, industrial, and customer communities.

○ **Unique Location and Relationship with the Sponsor and Customer**

We enjoy the benefits of being a government organization that is colocated in San Diego with our major sponsor while also being geographically positioned near all major components of our Navy and Marine Corps customer community. In addition to our main workforce being located near the customers in San Diego, NRaD personnel are permanently duty-stationed with USACOM and USPACOM, providing systems engineering functions. We are also located outside CONUS, with particular emphasis in the Pacific Rim where we have permanent detachments in Hawaii, Guam, and Yokosuka, Japan. We provide on-site representation and support for the C^4ISR community. Additionally, we serve as the smart buyer from the total systems perspective, with our focus on delivering products vice profits. We act as the trusted agents for our customers, sponsors, and industrial partners, providing R&D through ISEA functions on the same team. Our tasking is flexible and can be quickly modified as the situation evolves vice lengthy contracting processes. This flexibility is extremely important in the C^4ISR mission area, where technology is changing every 18 months.

○ **C^4ISR Is Our Mission**

C^4ISR provides information dominance to meet a wide variety of Navy, Marine Corps, and Joint requirements. It is the link that integrates disparate units and functions into coordinated operational capabilities. With the Navy's C^4ISR RDT&E mission assignment, NRaD is uniquely positioned in this important area. By providing C^4ISR solutions to the Navy and Marine Corps, NRaD has demonstrated domain knowledge expertise and experience in marine surface and subsurface, air, and land-based warfare. This gives NRaD a unique competitive advantage over other labs in Joint service developments, which is reflected by our participation in many Joint service programs.

○ **Complementary Leadership Areas and Competencies**

In addition to our primary C^4ISR mission, our leadership areas include Ocean Engineering, Marine Environmental responsibilities, and the Navy's Marine Mammal program. The impact of limited warfare and military operations on marine mammals and the marine environment is increasing in importance. These programs, although separate from our main focus in C^4ISR, have been conducted at NRaD for many years because of our considerable expertise in these areas and our San Diego waterfront location. This combination is unique to the Navy.

Strategic Planning Process

Strategic planning is the management process used to conceptualize, articulate, and commit to written form NRaD's strategic objectives, and to provide a blueprint for implementation strategies and actions to achieve these objectives. *Strategic planning is inherently a dynamic process that requires systematic review and revision to maintain relevance and utility as a component of Command-level decision-making.*

The process is initiated with a review of the Command mission, augmented with an overarching statement of our corporate vision. Key technology initiatives supporting the mission and vision are identified, and guiding principles are stated that reflect standards for NRaD operations and business activities. Assessing and understanding the environment, both external and internal, is critical to describing NRaD's competencies, capacities, and leveragable assets. These are matched against current and evolving external policy guidance, threat assessments, customer needs, and budgetary constraints. Strengths and weaknesses are evaluated relative to perceived opportunities and threats. The culmination of these steps is the establishment of key *strategic objectives*, disseminated internally in working detail and externally in summary form.

Using strategic planning as a management tool depends on the generation of executable, scheduled implementation plans with measurable results. Task-oriented action teams will address the issues identified in the implementation guidelines for each strategic objective. The results will be reported to NRaD management for review, and decisions on recommended implementation actions will be made. Via this process of periodic reviews and updates of the strategic plan, NRaD management will have a dynamic instrument for responding to changing conditions in an agile but considered manner.
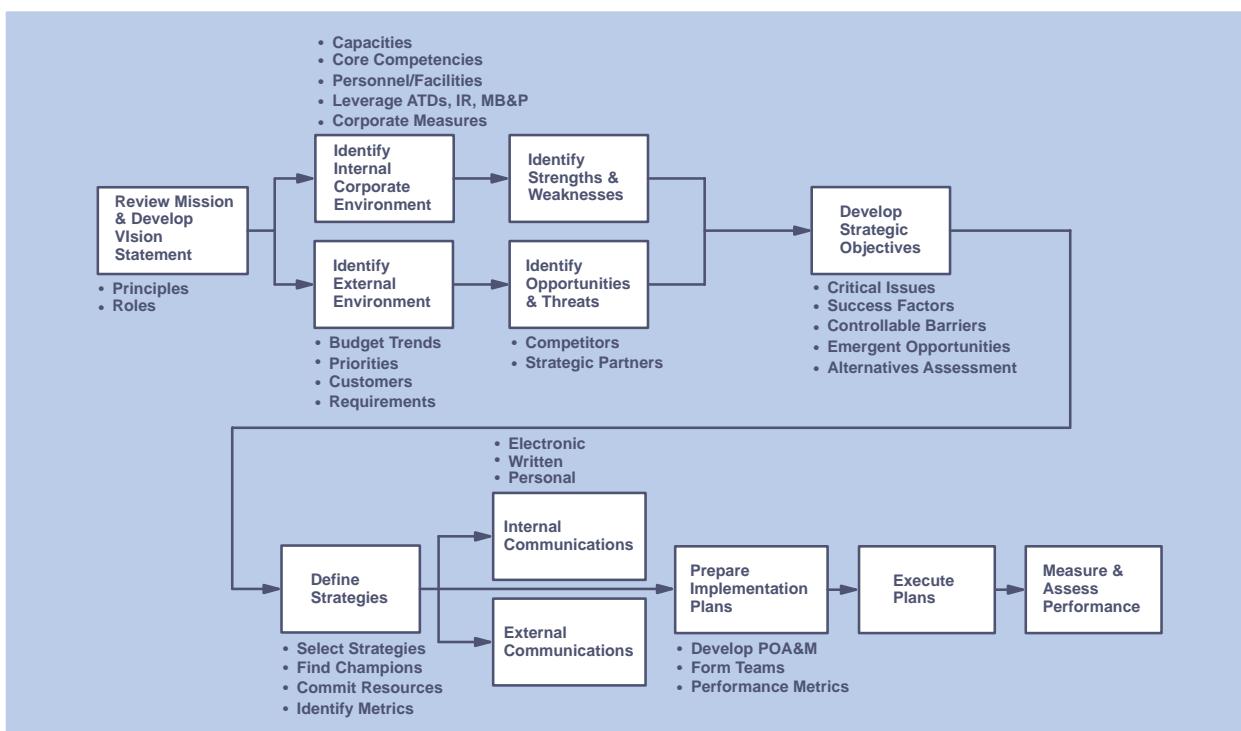
This set of strategic objectives provides a context for initiating actions that will guide our organization toward achieving its corporate vision. These objectives are highly interdependent, yet each is important in its own right. The objectives are supported with strategies and implementation guidelines that focus near-term actions and resources in the form of major milestones. Achievement of these milestones will require organizational commitment and new ways of thinking.

- *Promote C^{4}ISR. . . Forward—A Vision for the Future*

- *Develop a Strategic Business Process*

- *Strengthen Our Core Competencies*

- *Prepare Our Workforce for the Future*

- *Improve Business Management*

Promote C^{4}ISR . . . Forward–A Vision for the Future

Leader: *Vic Monteleon*
Senior Staff Scientist for C^{4}I

Strategic Intent

Today, NRaD has the key pieces to define and articulate an integrated, futuristic vision for C^{4}ISR. Our strategic objective is to assemble and integrate these pieces to provide a "big picture" and vision. We will promote NRaD as the lead Navy organization for defining, developing, integrating, installing, and sustaining C^{4}ISR systems. Promoting this vision is a primary means for achieving NRaD recognition in the area of system definition and implementation.

Strategies

❍ Develop and articulate an integrated vision for C^{4}ISR through NRaD-wide participation.

❍ Develop strategy, tactics, and actions to promote that vision, both internally and externally.

❍ Develop a process to integrate NRaD C^{4}ISR products that contribute to the realization of the vision.

❍ Prepare a roadmap to develop futuristic technologies and to insert them into our major ongoing programs.

Team Members

Vic Monteleon (Code D403)	Team Leader
Jim Aitkenhead (Code D721)	
Clancy Fuzak (Code D8405)	
Mary Gmitruk (Code D834)	
Sue Hearold (Code D405)	
Richard North (Code D855)	
Lynn Parnell (Code D3603)	
John Roese (Code D103)	
Hal Smith (Code D72)	
Skip Thaeler (Code D772)	
Frank White (Code D403)	

Implementation Guidelines

Develop and articulate a clear C^4ISR vision to describe an integrated, multi-level, futuristic operational capability that supports the Navy and extends to satisfy Joint and coalition operations. Use the five initiatives of Information Warfare, Collaborative Planning/Synchronized Execution, User Pull/Producer Push, Consistent Situation Perception, and Dynamic Interoperable Connectivity (described in *Battlespace Dominance '96: Winning the Information War*, NRaD TD 2890, June 1996) as guidance. Produce a document, brochure, and briefing describing the C^4ISR vision suitable for dissemination to all hands and to customers/sponsors.

Promote C^4ISR. . . Forward–A Vision for the Future

Work with all NRaD codes to develop extracts suitable for inclusion in code-specific briefings and proposals. Provide complementary co-briefers (e.g., Code D40/D70 representatives to support a Code D80 proposal) as requested.

Using the Command Center of the Future as a vehicle to promote the vision, develop operational scenarios that highlight our work in both technology and production programs. Illustrate how these programs and technologies support our C^4ISR vision.

Develop strategies to promote our C^4ISR vision to identified people of influence within government and industry. Conduct an annual government/industry C^4ISR technology exchange/symposium.

Use CIG initiative demonstrations and exercises such as JWID to promote our C^4ISR vision. Demonstrate how integration of NRaD products serves the vision. Use these demonstrations to promote the integration of our products to customers.

Prepare roadmaps for both technology exploration and insertion. Update these roadmaps at the beginning of each fiscal year. Display roadmaps in the NRaD Strategic Planning Center and publish annually. Survey industrial technology base for potential COTS insertion points. Map emerging technologies into the operational scenarios developed to illustrate our vision.

Major Milestones

○ Articulate/document the C^4ISR vision

○ Incorporate C^4ISR vision into NRaD planning and marketing efforts

○ Extend the Command Center of the Future to encompass the C^4ISR vision

○ Develop strategies for promotion of the NRaD C^4ISR vision, including technology exploration and insertion

○ Plan CIG demonstration(s) to promote the C^4ISR vision

○ Develop technology insertion roadmaps

Develop a Strategic Business Process

Leader: Steve Arkin
Deputy Executive Director,
Science, Technology & Engineering

Strategic Intent

Develop a corporate business process based on NRaD's strategic vision. Define major business thrust areas based on the vision, projected markets, and NRaD resources.

Strategies

- ❍ Tailor current NRaD business development processes to address major new business thrust areas.
- ❍ Adapt commercially proven business development practices.
- ❍ Actively seek to influence current and future markets via technological and programmatic initiatives.
- ❍ Prioritize placement of NRaD personnel in sponsor and operational field assignments.
- ❍ Strengthen NRaD competitiveness by forming strategic alliances with public and private sector activities.

Team Members

Steve Arkin (Code D10)	Team Leader
John Audia (Code D7602)	
Kathy Brinkley (Code D212)	
Larry Carr (Code D60J)	
Peggy Cathcart (Code D027)	
Bill Clawson (Code D305)	
Dave Forbes (Code D702)	
Eric Hendricks (Code D14)	
Brenda-Lee Karasik (Code D14)	
Jim Rhode (Code D8203)	
Jim Rodenkirch (Code D60F)	
John Roese (Code D103)	
Jim Simmons (Code D11)	
Elliot Tung (Code D9111)	
Mickey Vineberg (Code D411)	
Frank White (Code D404)	

Implementation Guidelines

Develop a Strategic Business Process

Employ market research techniques and Department financial projections to assess and prioritize business growth areas and to formulate internal investment strategies.

Develop and articulate a clear paradigm for the NRaD business development process to facilitate new business development. Develop a Corporate Business Plan in concert with NRaD Strategic Plan objectives. Coordinate NRaD S&T development strategy with SPAWAR and other sponsor agencies.

Identify and actively support development of C^4ISR business opportunities by employing coordinated, more agile, business marketing approaches. These include development of consistent standards for presentations of NRaD technical capabilities and corporate image; establishment of a Business Review Board to corporately assess new business opportunities and coordinate MB&P, CPP, and O/H corporate business development investments; establishment of Project Office "incubators" with cross-departmental IPT teams to support major new program initiatives; assisting NRaD marketing teams in proposal preparation; identification of centralized customer entry points for business inquiries; and incorporation of the C^4ISR vision and the Command Center of the Future into Command marketing strategies.

Leverage participation in JWID, ATDs, CIG demonstrations, and operational exercises to promote NRaD's C^4ISR technical and programmatic capabilities. Initiate a Skunk Works to address high-priority technology issues with near-term operational impact and identify sponsorship. Use these demonstrations to promote an NRaD leadership role in integrated C^4ISR system implementation and "full-spectrum" customer support.

Find opportunities to place NRaD employees in sponsor offices and operational commands directly supporting major business thrust areas. Facilitate dissemination of business opportunities identified by field assignment personnel. Assist NRaD employees taking field assignments via orientation and training; in-situ networking and identification of appropriate NRaD interfaces; and assistance employee reentry.

Seek to establish alliances and partnerships with other government agencies, industry, and academia to develop new business as a team member by leveraging the strengths of our partners. Aggressively employ new contractual authorities and tools to participate in business alliances.

Major Milestones

◯ Establish Business Review Board   **Completed**
◯ Establish internal Skunk Works initiative
◯ Institute image standards for corporate products
◯ Articulate/document the NRaD business development process
◯ Establish Project Office incubator guidelines
◯ Develop NRaD Business Plan

Strengthen Our Core Competencies

Leader: *Frank Gordon*
Head, Navigation and Applied Sciences Department

Strategic Intent

Identify and strengthen those core competencies that are critical to NRaD's ability to establish, enhance, and maintain a unique competitive position. Nurture and strengthen our critical core competencies as we move into the 21st century.

Strategies

❍ Invest corporate resources to build and maintain unique core competency expertise, facilities, and capabilities.

❍ Expand our core expertise to develop, implement, and support large integrated information systems.

❍ Build on our unique location and relationship with our sponsors and customers.

❍ Enhance core competencies to reflect important assigned mission and leadership areas in providing information dominance to the warrior.

❍ Identify and develop core competencies that will be critical in the future.

Team Members

Frank Gordon (Code D30)   Team Leader
Ken Regan (Code D80)   Deputy
Dennis Bauman (Code D83)
Ann Davis (Code D103)
Christine Dean (Code D441)
Eric Hendricks (Code D14)
Carmela Keeney (Code D74)
Angel Maldonado (Code D632)
Jim Rodenkirch (Code D60F)
Pete Seligman (Code D3601)
Glenn Yee (Code D914)

Implementation Guidelines

Maintain leading-edge facilities, equipment, and laboratories that are linked by inter- and intra-nets to worldwide resources.

Maintain full-spectrum work, i.e., research through ISEA support, in-house to keep our workforce current.

Fully integrate RDT&E and In-Service Engineering activities to achieve efficient, customer-oriented, one-stop shopping for full-spectrum products. Enhance our core competency in Fleet Installation and In-Service Engineering. Apply approved Alteration, Installation, and Test processes to ensure that NRaD products are integrated to high-quality standards into ship platforms.

Expand the use of teaming across departments, sponsors, contractors, and customers to provide outstanding support to the users/customers.

Establish a specific effort to address SPAWAR's distance from OPNAV while maximizing the advantages of being located close to SPAWAR and our customers.

Protect our C^4ISR mission from fragmentation.

Major Milestones

�Secure a position of C^4ISR leadership with cross-department, contractor, fleet, and sponsor teams in new thrust areas:

SC–21

IT–21

AADC

Extend the Littoral Battlespace

Maritime Battle Center

LPD–17

NSSN

◯Maintain a strong techbase

◯Upgrade, certify, and apply the Alteration, Installation, and Test process including Ship Superintendent for each installation

◯Establish a pilot desktop PC-based video teleconferencing capability to our OPNAV sponsors

Prepare Our Workforce for the Future

Leader: Hop Porter
Deputy Executive Director
for Business Management

Strategic Intent

Talented and motivated employees are this Command's most important asset. Accordingly, we are renewing our efforts to develop employee professional excellence. At the same time, we are creating an environment that fosters creative solutions to problems, new ideas and approaches, and the delivery of quality products and services. We recognize that in order to attract, retain, and nurture a qualified and motivated workforce we need to improve employee satisfaction; encourage innovation and initiative; develop innovative recruitment tools to obtain needed skills; and be proactive in creating a work environment that will be conducive to the retention of employees in whom we have invested.

Strategies

- ○ Develop a comprehensive recruitment plan.
- ○ Develop an employee career development program.
- ○ Create the conditions to make NRaD a satisfying and rewarding place to work.

Team Members

Hop Porter (Code D02)   Team Leader
Mary Butterbrodt (Code D412)
Carye Concha (Code D0013)
Brenda-Lee Karasik (Code D14)
Elouise McDonald (Code N123)
Celia Metz (Code D372)
Valerie Perry (Code N124)
Louann Rodda (Code D901)
James Rodenkirch (Code D60F)
John Roese (Code D103)
George Ruptier (Code D103)
Terry Sampite (Code D853)
Aleta Wallace (Code D002)
Bob Watts (Code D742)

Implementation Guidelines

Develop recruiting and hiring strategies that include the full range (underrepresented groups, co-op, New Professionals (NPs), and direct hire) of hiring programs available to NRaD. Prepare a workforce plan that includes a forecast of the requirements for the composition and capabilities of NRaD's workforce in terms of number of full-time employees, skills mix, and required education.

Prepare Our Workforce for the Future

Develop and promulgate a realistic view of what employees should expect in their career paths and career growth by providing templates to define technical, management, and administrative career progression milestones and decision junctures. Provide full employee access to career development opportunities including short-term and long-term training, work experience, formal academic development, DAWIA certification where appropriate, and long-term TDY assignments appropriate to individual career stage, capabilities, and interests. Institute programs for Civilian Leadership Development, employee mentoring, successorship development, and technical management skills.

Develop and recommend actions to the Executive Board designed to improve the quality of the NRaD work environment. These actions will foster an organizational culture and ethic that both encourage and reward veracity and accountability; professional relations insisting on civility, achievement, and delivery; technical and management innovation; and prudent risk-taking, regardless of the result. Create opportunities for increased employee involvement via direct employee inputs and Alternate Personnel System employee satisfaction surveys.

Major Milestones

○ Develop NP recruiting strategy (including underrepresented groups)   **Completed**

○ Prepare workforce attrition projections   **Completed**

○ Develop and assign Department end-strength targets   **Completed**

○ Develop a plan for improving non-NP hiring process   **Completed**

○ Establish DAWIA population requirements

○ Design and prepare recommendations for an NRaD mentoring program

○ Implement plan for non-NP hiring process

○ Develop career path "templates" for S&E, technical specialist, and administrative series

○ Conduct test of Employee Involvement Process

○ Conduct Alternate Personnel System employee satisfaction survey

○ Articulate DAWIA training requirements for career development

○ Develop individual DAWIA training plans for DAWIA members

○ Develop co-op recruiting and hiring strategy (including underrepresented groups)

Improve Business Management

Leader: Hop Porter
Deputy Executive Director
for Business Management

Strategic Intent

Improve the efficiency of our business operations, achieve business targets, and satisfy internal customer needs.

Strategies

❍ Use Financial Execution, Procurement Cycle, and Base Operations Quality Management Boards (QMBs) to address this objective.

❍ Create a team consisting of the Chairs and Co-chairs of the three QMBs to address this objective.

❍ Report on progress at Strategic Planning meeting by the Chair or Co-chair of each QMB.

❍ Reports on progress at Strategic Planning meeting by Code D02.

Team Members

Hop Porter (Code D02)	Team Leader
CAPT Cheryl Oakleaf (Code D03)	Chair, Base Operations QMB
Frank Gordon (Code D30)	Co-chair, Base Operations QMB
Ken Regan (Code D80)	Chair, Procurement Cycle QMB
CDR Roger Petty (Code D20)	Co-chair, Procurement Cycle QMB
John Salzmann (Code D70)	Chair, Financial Execution QMB
Bob Frye (Code D021)	Co-chair, Financial Execution QMB
Aleta Wallace (Code D103)	TQL Coordinator

Implementation Guidelines

Merge the Quality Council and the Strategic Planning meetings.

Improve Business Management

Improve the financial execution process from receipt of funds through project management and payment. Recommend improvements to the overall processes of financial planning, budgeting execution, tracking, and decision making. Foster the development and improvement of financial management techniques and skills.

Improve the processes, resources, capabilities, and practices of the NRaD contracting process. Improve the processes, resources, capabilities, and practices of the NRaD internal program execution process. Advise the Executive Board on recommended contracting and program execution process improvements.

The Base Operations QMB is established to improve the cost-effectiveness of facilities, security, safety, and environmental services provided to all Command assets (personnel, data, and equipment); implement or recommend changes in facilities, security, safety, and environmental procedures and processes to optimize the Command's base operations and foster the training and education necessary to ensure that the Command has an effective facilities, security, safety, and environmental program.

Code D02 will work with the technical departments to define business targets.

Major Milestones

❍ Set direct work-year targets for technical departments   **Completed**

❍ Plan for A-11 re-engineering action if included in Financial Execution QMB Strategic Plan

❍ Better understand NRaD users' requirements in order to properly address their needs (Financial Execution QMB)

❍ Request NRaD Executive Board establish a Center Manager of STARS access and training

❍ Determine role of Financial Execution QMB as educator/information source for changes or problems

❍ Simplify user interface for STARS query users with available software

❍ Prepare informational material for sponsors and managers about STARS process

❍ Determine new main efforts for Procurement Cycle QMB

Glossary

AADC	Area Air-Defense Coordinator
AIT	Alterations, Installation, and Test
ATD	Advanced Technology Demonstration
BRAC	(Refers to the Defense Base Closure and Realignment Act)
C^{4}ISR	Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance
CIG	Corporate Initiatives Group
CONUS	Continental United States
COTS	Commercial Off-the-Shelf (products)
CPP	Capital Procurement Program
DAWIA	Defense Acquisition Workforce Improvement Act
IPT	Integrated Product Team
ISEA	In-Service Engineering Agent
IT–21	Information Technology–21st Century
JWID	Joint Warrior Interoperability Demonstration
MB&P	Major Bid and Proposal
NCCOSC	Naval Command, Control and Ocean Surveillance Center
NRaD	NCCOSC RDT&E Division
NSSN	New SSN (new nuclear submarine)
O/H	Overhead
OPNAV	Office of the Chief of Naval Operations
POA&M	Plan of Action and Milestones
QMB	Quality Management Board
R&D	Research and Development
RDT&E	Research, Development, Test, and Evaluation
S&E	Scientists and Engineers
S&T	Science and Technology
SC–21	Surface Combatant–21st Century
SPAWAR	Space and Naval Warfare Systems Command
STARS	Standard Accounting and Reporting System
TDY	Temporary Duty
TQL	Total Quality Leadership
USACOM	U.S. Atlantic Command
USPACOM	Pacific Command